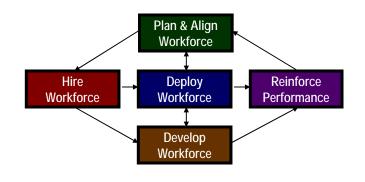
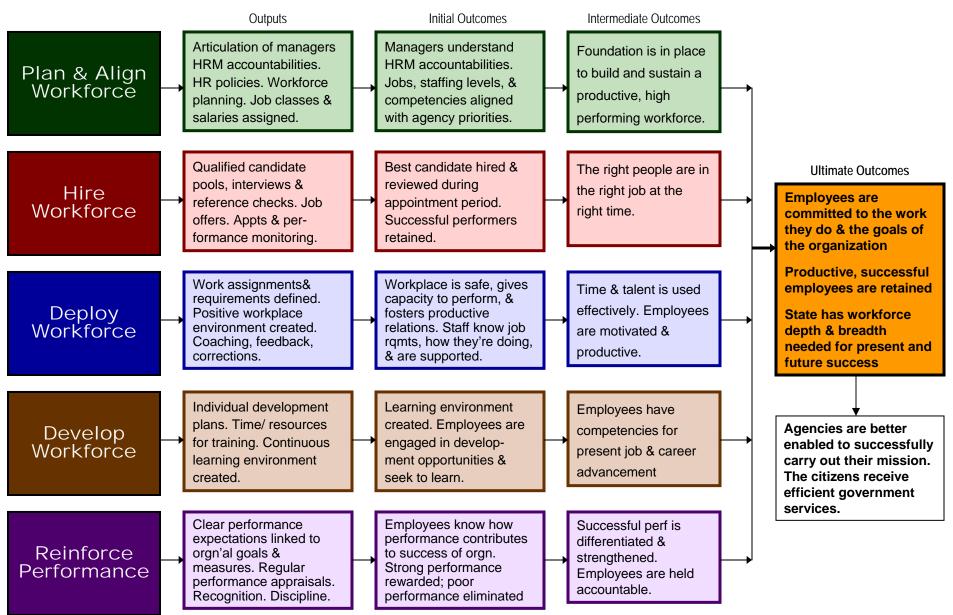
State of Washington Department of Fish and Wildlife

Human Resource Management Report



April 30, 2007 Jeff Koenings Ph.D. Director

Managers' Logic Model for Workforce Management



Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 100%

Total # of supervisors = 460.

Business expectations, management code of conduct and competencies, and leadership competencies have been the focus of the Executive Management Team (EMT) over the last year and have been distributed to all employees.

EMT has met with Program staff to align each position with the strategic goals, objectives and priorities of the Department.

Analysis:

- Agency-specific supervisor training, coupled with DOP courses, has been required since 2000.
- The Director's business expectations were provided to all staff in 2005.
- Management code of conduct and competencies were revised and distributed to all staff in November 2006.
- Leadership competencies have been developed and provided in our internal catalogue of agency competencies.

Action Steps:

- Continue to emphasize leadership competencies and hold managers accountable for effective workforce management.
- Complete the revision of the internal supervisor training course and continue to offer statewide training throughout the year.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure

Percent employees with current position/ competency descriptions

Management Profile

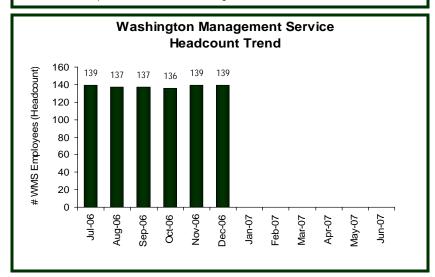
Number of WMS employees = 139

Percent of agency workforce that is WMS = 8.4%

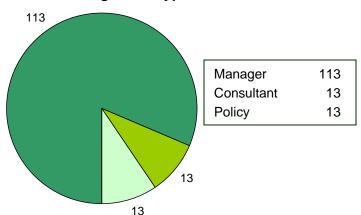
Number of all Managers* = 130

Percent of agency workforce that is Managers* =7.9%

* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)



WMS Management Type



Analysis:

 We have worked hard to maintain a management level below 10% of the workforce. As of December 31, 2006, including EMS, our level is 7.9%.

Action Steps:

 Maintain a workforce that is at or lower than 10% management.

> Data as of 12/31/2006 Source: HRMS BW

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 76%

Total # of employees with current position/competency descriptions* = 1000

Total # of permanent filled positions in GS and WMS as of December 31, 2006 = 1334

Analysis:

- In February of 2005 we began training all staff on determining competencies through job analysis.
- We focused on supervisors, but opened the classes to all employees.
- By December 31, 2006, 76% of all employees had completed new position descriptions with competencies.
- A review of the position description and competencies is required with every position action.
- The Assessment Manager has worked with employees to develop an extensive list of internal competencies to be used in recruitment and performance evaluations.

Action Steps:

 Complete a review, and update if necessary, all position descriptions by March 31, 2008.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Candidate Quality

Time-to-fill Funded
Vacancies and Candidate
Quality not required for this
report.

Analysis:

- Data is not available through HRMS.
- Internal system is being analyzed to determine number of days to fill vacancies.

Action Steps:

- "Candidate Quality" questionnaire is being processed, but data is not available until after January 1, 2007.
- Review the survey results for January through June 2007.
- Focus on candidate quality over length of time to fill vacancies, as many recruitments are lengthy by design and others are short by design.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

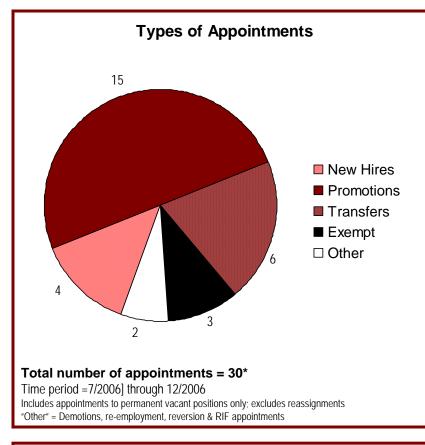
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period



Analysis:

- Our internal tracking system shows that 56 permanent vacant positions were filled during this time frame.
- Further drill down is required to determine if appointment types were excluded from this data, other than those listed.
- We have not determined an appropriate proportion of appointment types.
- Certain job classes are intentionally restricted to promotion—only.

Action Steps:

- Out of 56 appointments, only 3 were separated during the review period. There does not appear to be a problem.
- Continue to monitor this data.

Separation During Review Period			
Probationary separations - Voluntary	2		
Probationary separations - Involuntary	1		
Total Probationary Separations	3		
Trial Service separations - Voluntary	0		
Trial Service separations - Involuntary	0		
Total Trial Service Separations	0		
Total Separations During Review Period	3		
Time period = 07/06 through 12/06			

Data as of 12/31/06 Source: HRMS BW

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation

Current Performance Expectations

Percent employees with current performance expectations = 90%

Total # of employees with current performance expectations* = 373

Total # of employees* = 414 (number of employees who were to have evaluations in by March 31, 2006.)

*Applies to part 1 of the Performance Development Plan for employees in permanent positions, both WMS & General Service

Prior due dates based on Program workflow:

Enforcement: January Business Services: April

Wildlife: June Fish: August

Habitat: November

Director's Office: December

Analysis:

- In 2006, the Department changed from Program-specific due dates based on workflow to a single agency-wide due date for performance evaluations: March 31st.
- Because several Programs had recently completed their yearly evaluations, they were only required to set and review expectations during the transition year. By 3/31/07, the transition year will be complete and all evaluations will be due on the same date.
- The 90% refers only to those in Programs who completed the entire process by 3/31/06, but does not include those who only reviewed and set expectations by 3/31/06 (those will be included in the next report).
- 20 training classes were offered to staff statewide for the cycle ending 3/31/07.
- All evaluations are reviewed by the Human Resource Consultants.

Action Steps:

 Increase the number of completed evaluations from 90% to 100% by the next report.

Data as of 12/31/2006

Source: HRMS for all permanent employees. Agency data for evaluations received.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

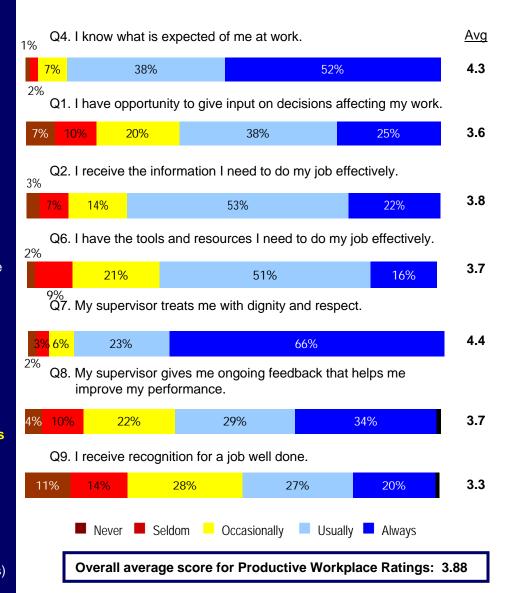
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation

Employee Survey "Productive Workplace" Ratings



Analysis:

- The 2 highest ratings are: "I know what is expected of me at work." and "My supervisor treats me with respect."
- The lowest rating is "I receive recognition for a job well done."

Action Steps:

- Improve on ways to recognize employees for good performance. Although we have a well defined Employee Recognition Program, it is primarily one formal event event during Public Service Recognition Week for the entire agency, and one formal event per year for each individual region during the annual Director visits.
- Expand this effort to a year-round process, including but not limited to formal agency-wide, program-wide or region-wide awards.

Data as of 04/06 Source: DOP survey

Outcomes:

Staff know job
expectations, how they're
doing, & are supported.
Workplace is safe, gives
capacity to perform, &
fosters productive
relations. Employee time
and talent is used
effectively. Employees are
motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

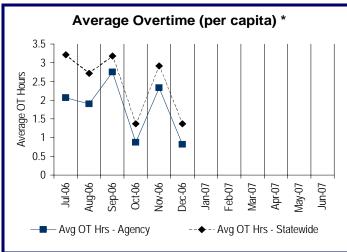
Overtime usage

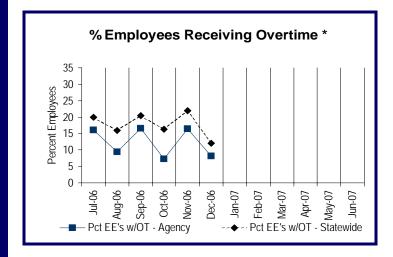
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation

Overtime Usage

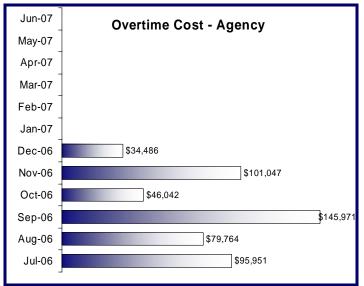




* Statewide overtime values do not include DNR

Data as of 12/31/06

Source: Business Warehouse



Analysis:

- 61% of WDFW employees are overtime eligible, and 48% of those work a 24/7 schedule. Our work does not stop on holidays. November has 3 holidays, and was the 2nd highest month for overtime costs. September includes a holiday, but more importantly: the Columbia Complex Fire, the opening of big game hunting season, waterfowl season, fish returning to the rivers from the ocean, and other business necessities made this the highest month for overtime expenses.
- Responding to emergencies, maintaining healthy fish and wildlife populations throughout the year, and working when constituents are recreating are cornerstone business activities for the Department.

Action Steps:

 Based on our analysis, there are no obvious concerns about overtime use at this time. We will continue to monitor overtime use with business necessity.

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Outcomes:

Staff know job
expectations, how they're
doing, & are supported.
Workplace is safe, gives
capacity to perform, &
fosters productive
relations. Employee time
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effectively. Employees are
motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

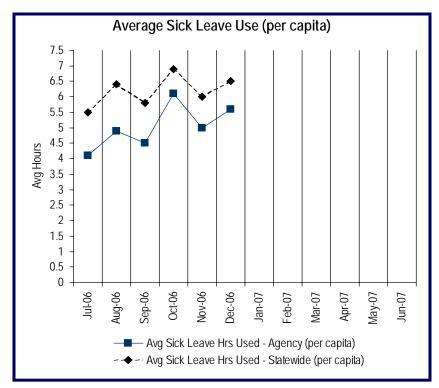
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation

Sick Leave Usage



Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
5.1 Hrs	6.2 Hrs	64.1%	79.8%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
12.9 Hrs	11.7 Hrs	161.7%	145.8%

Sick Leave time period = July 2006 through December 2006

Analysis:

- WDFW continues to be below the state average for sick leave use.
- We reviewed sick leave use in conjunction with high overtime accruals and found no consistent correlation.
- We have analyzed sick leave use by program, by day of the week and by individual employee, and have not found indications of inappropriate use. We continue to analyze areas of high sick leave use to determine if there is a connection to workload. After many years of "doing more with less" we are analyzing the need to focus on making workloads more manageable.

Action Steps: WDFW will continue to:

- Maintain a level of sick leave use that is below the per capita use statewide.
- Monitor, review and analyze sick leave use and balances for any trends, patterns or problems.
- Monitor sick leave used for on-the-job injuries to determine if there are safety concerns that need to be addressed.
- Focus on health and wellness programs. In 2006 the Executive Management Team increased the budget, exposure and support of the Wellness Committee.

^{*} Statewide data does not include DOL, DOR. L&I, and LCB Source: DOP

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

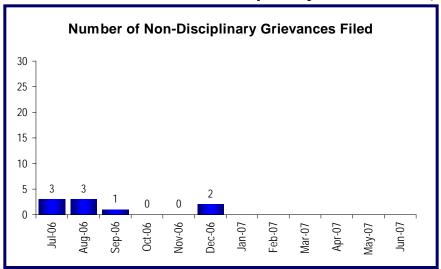
Sick leave usage

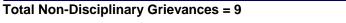
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation

Department of Fish and Wildlife

Non-Disciplinary Grievances (represented employees)





Other 22.2% Mgmt Rights 11.1% Non-discrim 11.1% Leave 11.1%

Type of Non-Disciplinary Grievances

Non-Disciplinary Grievance Disposition* July – December 2006

- 1 group grievance resolved in favor of the employees
- 4 grievances resolved via compromise
- 4 grievances withdrawn by the unions

Given the complexity of administering 3 contracts in an agency with 90% union representation, this is a very low number of grievances filed.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Analysis:

- WDFW administers 3 bargaining unit agreements and about 90% of our employees are represented.
- We train all managers and supervisors on all 3 agreements.
- The low number of grievances filed in relation to the number of represented employees indicates good communication between employees and supervisors.

Action Steps:

- Continue training on contract administration.
- Increase clear communication in advance of actions and changes.
- Work toward reducing the number of grievances filed.

Data as of 12/31/06 Source: Agency

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation Department of Fish and Wildlife

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

July – December 2006

2 Total filings for classification review

Filings with Personnel Resources Board

July - December 2006

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Source: Dept of Personnel

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis

Individual Development Plans

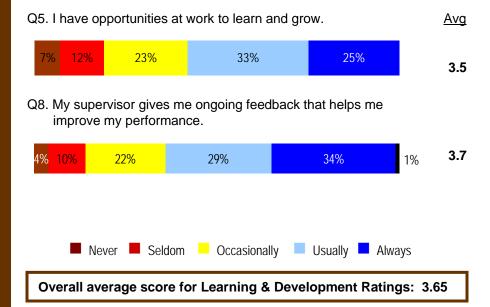
Percent employees with current individual development plans = 90%

Total # of employees with current IDP's* =373

Total # of employees* = 414 (number of employees who were to have completed evaluations with IDP's in March 31, 2006.)

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings



Analysis:

- In 2006, the Department changed from Program-specific due dates for performance evaluations with IDP's to a single agency-wide due date of March 31st.
- Because several Programs had recently completed their yearly evaluations, they were only required to set and review expectations during the transition year. By 3/31/07, the transition year will be complete and all evaluations with completed IDP's will be due on the same date.
- The 90% refers only to those in Programs who completed the entire process by 3/31/06, but does not include those who only reviewed and set expectations by 3/31/06 (those will be included in the next report).
- 20 training classes were offered to staff statewide for the cycle ending 3/31/07.

Action Steps:

 Increase the number of completed evaluations with IDP's from 90% to 100% by the next report.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices

Current Performance Evaluations

Percent employees* with current performance evaluations = 90%

Total # of employees with current performance evaluations as of December 31, 2007* = 373

Total # of employees using the new process as of December 31, $2007^* = 414$ (Number of employees who were to have evaluations in by March 31, 2006.)

*Applies to employees in permanent positions, both WMS & General Service

Prior due dates based on Program workflow:

Enforcement: January
Business Services: April

Wildlife: June Fish: August

Habitat: November

Director's Office: December

Analysis:

- In 2006, the Department changed from Program-specific due dates based on workflow to a single agency-wide due date for performance evaluations: March 31st.
- Because several Programs had recently completed their yearly evaluations, they were only required to set and review expectations during the transition year. By 3/31/07, the transition year will be complete and all evaluations will be due on the same date.
- The 90% refers only to those in Programs who completed the entire process by 3/31/06, but does not include those who only reviewed and set expectations by 3/31/06 (those will be included in the next report).
- 20 training classes were offered to staff statewide for the cycle ending 3/31/07.
- All evaluations are reviewed by the Human Resource Consultants.

Action Steps:

Increase the number of completed evaluations from 90% to 100% by the next report.

Data as of 12/31/06 Source: Agency

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

Performance Measures

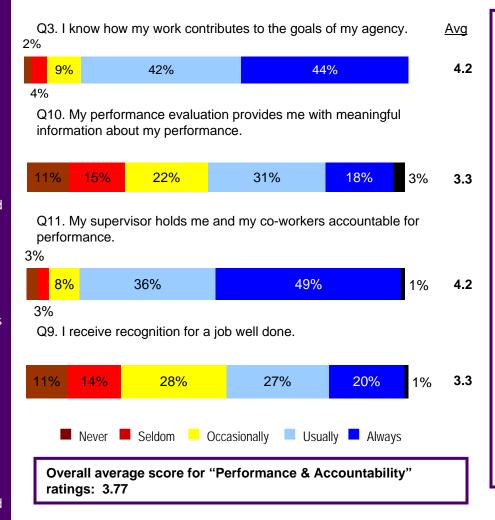
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices

Employee Survey "Performance & Accountability" Ratings



Analysis:

- The 2 highest ratings are: "I know how my work contributes to the goals of my agency." and "My superior holds me and my co-workers accountable for performance."
- We train supervisors and managers to link essential job functions with the strategic goals and objectives of the agency during performance evaluation training.
- Employees feel that they are held accountable for performance, and yet are less satisfied that their performance evaluations are meaningful or that they are recognized for good performance.
- Employees do not feel they are receiving recognition for good performance.

Action Steps:

 Expand the ways we recognize employees. Continue our formal yearly recognition program and add an informal component that spans the entire year.

Data as of 04/06 Source: DOP

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices

Formal Disciplinary Actions

Disciplinary Action Taken

Time period: 7/2006 through 12/2006

Dismissals	2
Demotions	1
Suspensions	2
Reduction in Pay*	NA
Total Disciplinary Actions*	5

* Reduction in Pay is not currently available in HRMS/BW.

Issues Leading to Disciplinary Action

- 1 dismissal was based on misuse of state resources.
- 1 dismissal was based on gross misconduct.
- The demotion was based on incompetence; an inability to perform the essential functions of the job.
- The suspensions were the result of violations of regulations.

Analysis:

- There were 5 formal disciplinary actions and no appeals.
- 4 out of 5 of the actions were in the Enforcement Program. There is high accountability in this Program, clear regulations, high levels of training, and data that can be consistently monitored.

Action Steps:

 Continue training on human resource management practices and accountability, Ethics in Public Service, contract administration, complete the revision of the internal training course for managers and supervisors and continue to offer statewide training throughout the year.

Data as of 12/06 Source: HRMS BW

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held

Performance Measures

Percent employees with current performance evaluations

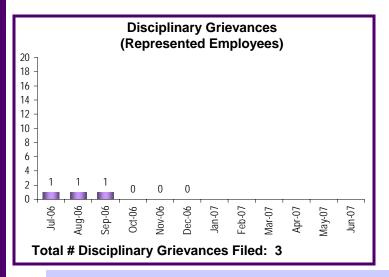
accountable.

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices

Disciplinary Grievances and Appeals



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 07/2006 through 12/2006

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = July 2006 through December 2006

All grievances were withdrawn

Data as of 12/31/06 Source: Agency

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

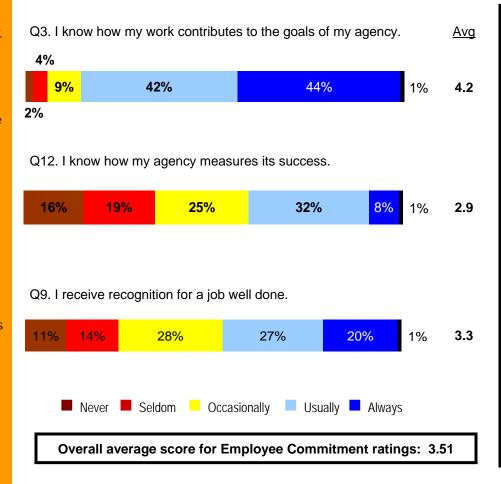
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure

Employee Survey "Employee Commitment" Ratings



Analysis:

- The highest rating is: "I know how my work contributes to the goals of my agency."
- We do a good job of training supervisors and managers to link essential job functions with the strategic goals and objectives of the agency during performance evaluation training. Employees are recognizing how their work contributes to those strategic goals and objectives, and have work plans that link to performance measures.
- The lowest rating is: "I know how my agency measures its successes."

Action Steps:

 Expand the opportunities to involve employees in the strategic planning process and the development of performance measures.

Data as of 04/06 Source: DOP

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

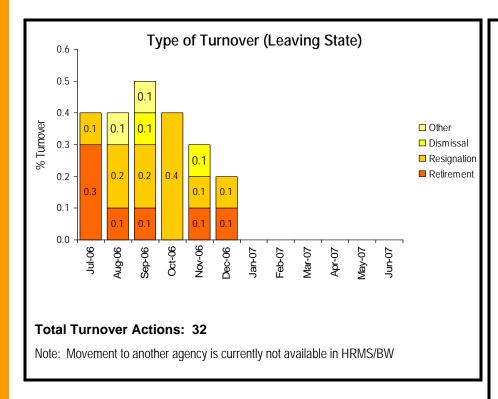
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure

Turnover Rates



Analysis:

- We traditionally have a very low turnover rate at the Department of Fish and Wildlife. Resource professionals are a very dedicated group of employees; passionate about their work.
- Although a large percentage of our workforce is retirement eligible, employees tend to come to the agency right out of college and stay beyond retirement eligibility.
- Of those who left the agency for reasons other than retirement or dismissal, more than 50% were for higher salaries elsewhere. As opportunities to work in resource management have grown, outside of state government, we have fallen farther and farther behind in compensation.

Action Steps:

- Encourage supervisors to complete exit interviews with all employees who leave the agency. Currently this is optional rather than mandatory.
- Compensate employees with salaries and benefits that are competitive.

Data as of 12/06 Source: HRMS BW

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

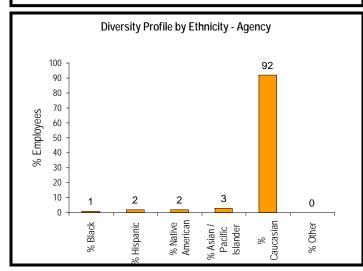
Turnover rates and types

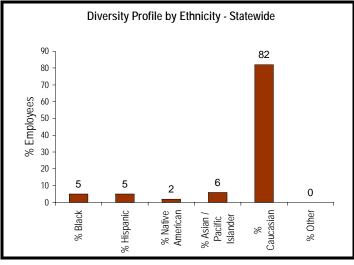
Turnover rate: key occupational categories

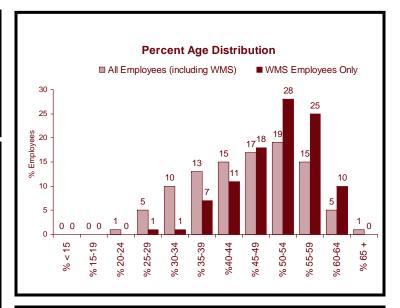
Workforce diversity profile

Workforce Diversity Profile

	Agency	State
Female	27%	52%
Disabled	2%	5%
Vietnam Vet	5%	7%
Disabled Vet	2%	2%
People of color	8%	18%
Persons over 40	71%	75%







Analysis:

- Natural resource agencies have long lagged behind the rest of the state in diversity. Colleges and universities continue to maintain student populations that lack diversity in natural resource sciences.
- The Department has traditionally had a strong population in the over 40 age group, Vietnam era veterans and disabled veterans, but has ebbed and flowed with percentages of females and people of color.

Action Steps:

- Continue to emphasize diversity in recruitment and hiring.
- Continue extensive targeted recruitment efforts.

Data as of 12/2006 Source: HRMS BW